

DVR Strategic Plan

Progress Report November 2003

Goal 1: Provide and communicate clear vision, guidance and direction in a timely manner.

Between July and October, DVR conducted meetings with employee groups, stakeholders, partners, and customers to review progress on the strategic plan and to suggest changes or additions. The leadership team acted on the recommendations and adopted the revisions.

Revisions were made to the DVR vision and mission, which will be published and shared with staff at the annual staff conference in December. The process has also resulted in the adoption of a core set of values.

Goal 2: Advocate for the needs of individuals with disabilities.

DVR conducted the Deaf-Blind Task Force to reestablish our relationship with that community and identify ways to improve services. DVR managers are mentoring deaf-blind individuals.

DVR also conducted a Latino Task Force, bringing in community leaders and representatives, to help DVR reach out to the Latino community.

DVR has created a photo gallery of our customers at work and we are using the photos to enhance our external communications and publications.

Goal 3: Create and promote leadership within DVR.

Five DVR staff attended the Emerging Leaders Series. Over 80% of management completed the Oklahoma University Leadership Academy and are working on projects that will make a significant difference in the agency.

The mentoring program was initiated and is ongoing, as well as the leadership cadre.

Goal 4: Provide leadership to prepare for and implement Ticket to Work legislation.

DVR co-sponsored two conferences to outreach to potential Employment Networks. Four training sessions around the state were provided for staff to learn about Ticket to Work. Staff have been hired to provide training and technical assistance and are currently scheduling training for each DVR unit.

Goal 5: Share strategic plan with constituents and monitor progress on strategic plan goals.

DVR's Strategic Plan is posted on the intranet and bound copies have been provided to nearly all staff. The first annual report of progress on strategic goals is complete and will be distributed at the annual staff conference.

Goal 6: Provide excellent customer service in a welcoming and accessible environment.

An accessibility tool has been developed and each office is currently being scheduled for review. Three DVR offices extended hours to increase staff availability to customers, however there was not sufficient customer demand to warrant continuation.

Goal 7: Promote self-determination and informed choice.

A workgroup is currently preparing policies and procedures for staff to be able to provide customers direct payments so they can purchase their own services. The Bremerton unit has created and piloted a curriculum for customers to develop their own Individual Plan for Employment. The curriculum is being refined and will be available for statewide use in 2004. Additionally, a curriculum is being developed to provide peer support opportunities for customers.

All staff had the opportunity to participate in a discussion/training on informed choice this year.

The IPE was redesigned to be simpler and more client-centered.

Goal 8: Improve the quality and diversity of employment outcomes.

Public speaking and in-service trainings designed to improve the quality and diversity of employment outcomes for individuals with disabilities have been provided in 39 audience settings to over 1,750 participants during the year. A CEO/DVR Roundtable has been initiated in the Yakima area. If the models

receive positive results, it will be replicated in other Eastern Washington locations.

Goal 9: Provide timely and effective services.

DVR Administrative Policy 404 has been revised to include instructions for maintaining continuous case movement expectations. A workgroup is studying the feasibility of an on-line application process that would work under Order of Selection.

Goal 10: Collaborate with partners and stakeholders for customer benefit.

All interagency agreements with 121 VR Programs have been reviewed and updated and the Memorandum of Understanding with the Department of Services for the Blind and Office of Superintendent of Public Instruction has been revised and updated.

DVR has developed a proposal for milestone outcomes contracting. All Community Rehabilitation Programs were invited to participate in developing the milestone payment points. Contracting is scheduled to begin in the Spring, 2004.

DVR is partnering with the Helen Keller National Center to fund a position responsible for increasing employment outcomes to individuals who are deaf-blind.

DVR supported innovation and expansion grants to two Clubhouses to build the capacity to provide employment services, including transitional employment, for individuals with significant mental health illness.

DVR is collaborating with the King County Mental Health Division to increase capacity and effectiveness among service providers in helping individuals with mental health illness achieve employment.

Goal 11: Provide regular reports and specialized information and analysis.

DVR is implementing web-based reporting. Staff now have access to real time data reports that provide information on all caseloads. Development of on-demand Federal Standards and Indicators is underway.

Goal 12: Study business needs, future trends, and the rehabilitation profession.

Employer focused projects/initiatives are underway through employer development and in-service employee training.

Goal 13: Regularly review case service and expenditure data.

The DVR Auditor and a Program Administrator are conducting unit case reviews. Results are expected to be published in 2004.

Goal 14: Ensure staff get necessary training.

The Rehab Academy is operational. DVR staff are currently receiving training within six months of their hire date.

Goal 15: DVR will get and retain qualified staff.

A Program Administrator is conducting university visits across the country in an effort to recruit entry level staff. DVR has been able to hire new staff from those schools.

Over 40 DVR employees have been supported with tuition reimbursement.

Goal 16: Improve in-house staff expertise.

A DVR talent bank has been created and DVR staff have been encouraged to sign up to share their knowledge and expertise. Assistive Technology & Assessment Practitioners have completed the first stage of training to become certified to provide assistive technology assessments.

Goal 17: Encourage professional development.

The reclassification of job titles and descriptions has been achieved and provides a career ladder for field staff. DVR provided tuition assistance to 32 staff.

Goal 18: Listen to staff and involve in decision making.

Began a leadership project to collect feedback from staff at all levels about communication issues and barriers in DVR. The Chiefs group was the first to complete a facilitated exercise to identify gaps at the leadership level.

Goal 19: Improve DVR infrastructure to support efficient, effective services.

STARS is updated on a regular basis and incorporates ongoing input from users. A system for IT support has been implemented.

Goal 20: Meet or exceed federal, state and DSHS performance targets.

The federal, state and DSHS performance targets have been aligned with the DVR Strategic Plan and progress is reported at all levels. The division was successful in meeting the majority of its performance measures.